

HUMAN RESOURCES

FEDERAL AVIATION ADMINISTRATION
FISCAL YEAR 2005 BUSINESS PLAN

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INTRODUCTION

People are the foundation for FAA's mission accomplishment. The Office of Human Resource Management (AHR) advises on and supports the management of FAA's people. FAA's corporate vision and goals aim for true organizational excellence as we continue our global aviation leadership role far into the 21st century. The FAA's strategic plan, called the Flight Plan, stresses that success will ultimately depend on the capabilities, effectiveness and efficiency of the men and women – the human capital – of the FAA, to bring the Flight Plan to life. AHR's human capital strategies must go hand-in-glove with the FAA Flight Plan goals and vision. Only a skilled, knowledgeable, diverse, and high-performing workforce can handle the demands of achieving FAA's safety, capacity, and international aviation goals. AHR's intention is to support these goals by creating innovative, flexible, and efficient personnel systems and policies. People are FAA's most valuable asset, so under today's tight budget constraints, FAA leadership must make wise investments in human capital. We must implement strategies that result in our employees achieving a high level of performance. We must also strive to provide quality human resource management services to support the men and women of the FAA charged with getting the flying public safely to their destination.



ORGANIZATIONAL EXCELLENCE



OVERVIEW

AHR's FY 2005 Business Plan reflects AHR's responsibilities in the FAA Flight Plan and all Human Resources core responsibilities.

In the FAA Flight Plan, 2005-2009, AHR has the lead for 3 Performance Targets and 13 strategic initiatives. The 3 Performance Targets are:

- Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5%.
- Directly relate 100% of all employee performance plans to FAA strategic goals and their organization's performance plans.
- Reduce the time it takes to fill mission-critical positions by 20% over the FY 2003 baseline.

The 13 strategic initiatives are:

- Track the Employee Attitude Action Plan and monitor and evaluate results.
- Establish and implement corporate supervisory training programs in the areas of core human resources and leadership disciplines.
- Develop and implement new selection procedures and probationary periods for new supervisors and managers.
- Directly link all employee performance plans to their organization performance plan, and link both to the FAA's strategic goals (including alignment, accountability, responsibility, and results).
- Undertake a timely and effective approach to conflict management.
- Develop and implement an automated, web-enabled Employee Attitude Survey process.
- Monitor and evaluate workforce and succession plans developed by lines of business and staff offices.

- Monitor and evaluate progress of the Air Traffic Control Specialist and First Line Supervisor Workforce Plan.
- Expand the HR Selections within Faster Time (SWIFT) automated suite to all mission-critical positions and those positions that cross organizational lines, i.e., finance, budget, human resources, and information technology.
- In external recruitment efforts, implement corporate recruitment strategies that result in attracting high quality candidates to the FAA for employment.
- Undertake and sustain agency human capital planning and measurement processes.
- Improve the process for hiring air traffic controllers to ensure we have the capacity to handle the anticipated staffing requirements.
- Establish corporate employee training programs that ensure knowledge and skill development.

In the 2005-2009 FAA Flight Plan, AHR also provides support for two strategic initiatives owned by other Lines of Business/Staff Offices:

- Implement an Employee Safety Management System to enhance FAA worker safety.
- Put in place an agency-wide cost control program.

AHR has grouped core business functions into five key areas:

- **Build Stronger Leadership:** Effective leadership at all levels is critical to achieving FAA's mission and its strategic goals. FAA executives and managers must develop the right competencies and skills to successfully lead employees, control costs, make data-driven decisions, and manage change. FAA employees must be

equipped with the self-management and team leadership skills needed to meet mission requirements and respond to new challenges. By systematically identifying, developing, and rewarding effective leaders we will promote organizational excellence and accountability.

- **Acquire and Retain Mission-Critical Talent:** The FAA's ability to successfully achieve its goals depends on the performance of the workforce. Helping FAA managers get the right people with the right skills at the right time is one of AHR's biggest challenges. Over the next several years, the FAA will be facing the retirement impact of an increasingly retirement-eligible mission-critical workforce. AHR's workforce planning, training and development, and recruitment efforts must assist the agency meet workforce requirements. Through targeted recruitment efforts, AHR must communicate to potential job candidates that the FAA is an employer of choice offering rewarding work, competitive salaries, and flexible benefits. FAA's current employees, too, must feel valued in terms of fair compensation, job satisfaction, and quality of work.
- **Control Costs While Delivering Quality Customer Service:** The FAA and the aviation industry are facing a period of tight budgets. As the agency's budgetary allotments continue to be squeezed and operating costs continue to rise, we find ourselves in the position where cost savings is not just a good idea – it is a necessity. AHR has the lead for several initiatives designed to control costs agency-wide.
- **Policy and Operational Human Resources Management:** It is through our HR policy and operations that AHR assists FAA with effective and efficient human capital management. AHR policy and

operations provides plans, programs, and initiatives associated with: Employment; Compensation; Human Resources Information and Automation; Executive Resources; Learning and Development; Human Capital Planning, Measurement, and Evaluation; Labor and Employee Relations; Benefits; Workplace Environment; and Operational Human Resources Services to Organizations within FAA.

- **Increase the Commitment of all Employees to Fulfill Organizational Goals:** If the FAA is to become a more performance-based, results-oriented organization, AHR must align its human capital strategies to support the agency's mission, vision, goals and strategies. FAA is at the forefront and leads the public sector in human resource management practices with performance-based focus. However, we still have work to do. Our pay for performance initiatives must be fully applied to the entire workforce. FAA must create a culture that motivates employees to achieve high performance based on their contribution to the work of the organization. Employees must know what is expected of them. FAA leadership must fully use performance management systems to communicate to employees their individual roles in achieving FAA objectives so that employees take more ownership and pride in their work. In turn, employees must understand that their compensation and salary increases will be tied to meeting the agency's performance goals.

FLIGHT PLAN PERFORMANCE TARGET: Employee Attitude Survey

Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5%.

STRATEGIC INITIATIVE: IMPLEMENT AN AUTOMATED EAS PROCESS

Develop and implement an automated, web-enabled Employee Attitude Survey process. (Lead)

Strategic Activity: Use an Internet-Based Survey Administration Process for the Interim FY 05 EAS Survey

Using an internet-based survey, examine the impact of corporate and LOB/SO EAS 2003 Action Plans and provide data to assess progress against the EAS performance target in the Flight Plan. Requires ATO infrastructure expansion to reach a sample of operational Air Traffic Controllers.

Activity Targets

- Initiate procurement of web-based services to support large-scale surveys and to develop on-line data warehouse capability (1Q FY 05 – CAMI).
- Develop the web-based FY 05 Interim EAS survey and coordinate stakeholder review (2Q FY 05 – AHR/CAMI).
- Administer the Interim EAS survey to a sample of FAA employees using the current web-based survey capability (3Q FY 05 – CAMI).
- Analyze/report-out on survey results to determine progress against Flight Plan performance target and impact of EAS 2003 Action Plans (4Q FY 05 – AHR/CAMI).
- Develop lessons learned to inform FY 06 EAS Census survey (4Q FY 05 – AHR/CAMI).

STRATEGIC INITIATIVE: CONFLICT MANAGEMENT

Undertake a timely and effective approach to conflict management. (Lead)

Strategic Activity: Undertake a Timely and Effective Approach to Conflict Management

Create a corporate approach to conflict management that facilitates resolution of conflicts before they enter an established process.

Activity Targets

- Participate in piloting of an Early Dispute Resolution Center at Headquarters. (Sept 2005).
- Assist in the collection of data concerning conflict management throughout the Agency (June 2005).

STRATEGIC INITIATIVE: SUPERVISOR SELECTION

Develop and implement new selection procedures and probationary periods for new supervisors and managers. (Lead)

Strategic Activity: Develop and Implement New Selection Procedures and Probationary Periods for New Supervisors and Managers

Put in place new Managerial Workforce Planning (MWP) policies/procedures to ensure highly qualified candidates for managerial positions are recruited/selected.

Activity Targets

- Issue new MWP policy on selection, training, performance management and probationary periods (1Q FY 05).
- Implement new selection factors within the ASAP system (2Q-4Q FY 05).
- Develop/implement procedures for monitoring, assessing, and reporting probationary period requirements (2Q-4Q FY 05).

Strategic Activity: Ensure Effective Oversight, Coaching, Training, and Assessment of Managers Serving a Probationary Period

Ensure effective oversight, coaching, training, and assessment of managers serving a probationary period.

Activity Target

- Implement on-line and distance learning activities to clarify managerial role expectations, promote coaching, and track progress on mandatory probationary period training (2Q-4Q FY 05).

STRATEGIC INITIATIVE: EAS ACTION PLAN

Track Employee Attitude Action Plan and monitor and evaluate results. (Lead)

Strategic Activity: Track and Evaluate FAA Corporate/LOB/SO EAS Action Plans

Monitor and assess implementation of EAS actions to address employee feedback and improve organizational effectiveness, performance, and accountability. Report-out monthly to the Administrator and FAA Management Board on status/progress.

Activity Target

- Track progress on EAS Action Plans and provide consultation and feedback to organizations to improve quality of actions and implementation results (on-going).

Strategic Activity: AHR's EAS Action Plan

Implement EAS Action Plan to address employee feedback and improve organizational effectiveness, and report progress/results to AHR monthly.

Activity Targets

- Implement organizational EAS Action Plan (on-going).
- Provide monthly progress reports to AHR (monthly).
- Provide executive report-out when required at monthly Flight Plan performance meeting on key organizational results in progress (2 executives will report each month).

STRATEGIC INITIATIVE: SUPERVISORY TRAINING

Establish and implement corporate supervisory training programs in the areas of core human resources and leadership disciplines. (Lead)

Strategic Activity: Build a Corporate Curriculum for FAA Managers

Define training requirements in critical core competencies at all levels of management. Identify training to build knowledge and skills from foundation to mastery levels.

Activity Targets

- Issue a corporate competency model – the Managerial Success Profile – as a common agency framework for developing managerial knowledge and skills (2Q FY 05).
- Develop and issue a corporate curriculum plan for managers specifying mandatory, recurrent, and advanced training tied to the Managerial Success Profile and strategic goals (4Q FY 05).

Strategic Activity: Ensure Corporate Training for Frontline, Middle, and Senior Managers is Aligned with Strategic Goals and Results in Improved Performance

Define objectives, outcomes and evaluation criteria for frontline, middle, and senior management training. Set priorities for development and delivery of critical training.

Activity Targets

- Define and communicate corporate development and delivery priorities to the FAA Academy (1Q and 4Q FY 05).
- Define and communicate curriculum requirements to the FAA Academy to guide design and development of new mandatory middle and senior management training (2Q FY 05).
- Monitor and evaluate the effectiveness of corporate management training (2Q-4Q FY 05).

Strategic Activity: Ensure Effective Use of Management Development Resources

Identify, monitor, coordinate, and report corporate and LOB/SO investments in management training and development. Leverage resources to capitalize on best practices and enhance return on investment.

Activity Targets

- Identify and report on management development activities within the agency (1Q FY 05).
- Coordinate corporate and LOB/SO management training and development efforts to reduce duplication and enhance return on investment (2Q-4Q FY 05).
- Leverage existing programs and new investments to expand access, address critical gaps, introduce best practices, and lower costs (2Q-4Q FY 05).

Strategic Activity: Provide Supervisor Skills Training (SST) to Managers on Human Resource and Leadership Disciplines, to Include the Proper Use of Leave

Conduct SST modules locally in the Regions/Centers, HQ, and nationally using the FAA Aviation Training Network (ATN).

Activity Targets

- Conduct at least four national SST sessions using the FAA ATN system (Sept 2005).
- Provide local SST classes in the Regions, Centers, and Headquarters throughout the year (Sept 2005).

Strategic Activity: Make SCI Refresher Training Available to all Managers and Supervisors

Develop an on-line SCI refresher training module.

Activity Target

- Develop an on-line SCI refresher training module by October 30, 2004.

Strategic Activity: Provide Leadership Training for Incumbent Executives

Provide a 2-day course for incumbent executives (Laws of Leadership) at CMD.

Activity Targets

- Conduct a course walk-through (Dec 2004).
- Deliver three sessions of the course (Aug 2005).

STRATEGIC INITIATIVE: EMPLOYEE TRAINING

Establish corporate employee training programs that ensure knowledge and skill development. (Lead)

Strategic Activity: Develop the Framework for a Corporate Employee Training and Development Program

Develop the framework for an FAA-wide workforce development program that includes a competency-based leadership curriculum.

Activity Targets

- Convene an Employee Leadership Development (ELD) Design Committee (Oct 2004).
- Conduct an inventory of all the FAA non-technical training and identify best practices, reduce unnecessary duplication, and identify critical gaps (March 2005).
- Develop the framework for a curriculum roadmap for employees to support career planning and development (August 2005).

STRATEGIC INITIATIVE: EMPLOYEE SAFETY MANAGEMENT SYSTEM

Implement an Employee Safety Management System to enhance FAA worker safety.

Strategic Activity: Support to Employee Safety Management System

AHR is supporting the Employee Safety Management System by adding a module in the online course for new managers and revising performance standards for managers/supervisors to include an employee safety element.

Activity Targets

- Incorporate employee safety into the online "Nuts and Bolts" course for new managers (4Q FY 05).
- Incorporate an employee safety element in the generic performance standards for managers and supervisors for the FY 06 performance cycle (3Q FY 05).

FLIGHT PLAN PERFORMANCE TARGET: Cost Control Program

Develop and implement a centrally managed and highly visible cost control program to lead the agency in reducing costs. Each FAA organization will contribute at least one cost reduction activity each year to its Business Plan with measurable, significant cost savings.

STRATEGIC INITIATIVE: COST CONTROL PROGRAM

Put in place an agency-wide cost control program. (Support)

Strategic Activity: Achieve Cost Containment through Effective Management of the Workers' Compensation Program

Mitigate OWCP costs by undertaking proactive management of injury claims. Centrally manage claims for Headquarters, Southern and Great Lakes Regions.

Activity Targets

- Track one year cost avoidance on all newly filed OWCP claims that are 1) denied and 2) resolved through a successful return to either light or full duty (Quarterly updates).
- Ensure that cost avoidance measures lead to FAA's OWCP chargeback bill increasing at a lower rate than the government-wide increase (July 2005).
- Conduct four regional office training sessions in Southern and Great Lakes Region (Sept 2005).
- Conduct training sessions twice a year for Headquarters managers and supervisors (Sept 2005).

FLIGHT PLAN PERFORMANCE TARGET: Mission Critical Positions

Reduce the time it takes to fill mission critical positions by 20 percent over the FY 2003 baseline.

STRATEGIC INITIATIVE: WORKFORCE PLANS

Monitor and evaluate workforce and succession plans developed by lines of business and staff offices. (Lead)

Strategic Activity: FAA Organizational Workforce Plans

Provide guidance to FAA organizations to ensure workforce and succession plans are updated, comply with PMA requirements, and address LOB/SO business/people challenges.

Activity Targets

- Provide guidance to LOB/SO on updating their workforce plans for FY 05 – FY 09 (2Q FY 05).
- Review completed LOB/SO workforce plans for compliance with guidance (3Q FY 05).

STRATEGIC INITIATIVE: AIR TRAFFIC CONTROLLERS

Monitor and evaluate progress of the Air Traffic Control Specialist and First Line Supervisor workforce plan. (Lead)

Strategic Activity: Monitor and Evaluate Progress of the Air Traffic Control Specialist and First Line Supervisor Workforce Plan as Prescribed by Title 49 U.S.C.

Provide oversight and monitor progress on implementation of ATO workforce plan to insure issues raised by external stakeholders are addressed and plan meets the requirements of PMA human capital initiative.

Activity Targets

- Review and provide feedback on the ATO workforce plan (1Q FY 05).
- Establish a process and requirements for ATO to report progress on its workforce plan implementation (3Q FY 05).

STRATEGIC INITIATIVE: SWIFT

Expand the HR Selections within Faster Time (SWIFT) automated suite to all mission-critical positions and those positions that cross organizational lines, i.e., finance, budget, human resources, and information technology. (Lead)

Strategic Activity: Expand and Enhance SWIFT Automated Staffing Solution Modules

Enhance and expand SWIFT modules to further support the recruitment and placement process, for both external and internal positions. As needed, AHR will request LOB assistance in developing Knowledge, Skills and Abilities (KSAs) or serving as Subject Matter Experts (SMEs) in regard to occupations within their lines of business. Example – ATO SME's for Air Traffic Control Specialist occupation.

Activity Targets

- Expand the Automated Staffing and Application Process (ASAP) to include external recruitment for the following additional occupations (computer specialist, investigator, clerical/program support, miscellaneous administrative, secretarial and personnel management specialist (2Q FY 05).
- Enhance and expand ASAP to allow external recruitment for Air Traffic Control Specialists that would accommodate all hiring methods (4Q FY 05).
- Enhance ASAP to allow additional applicant information in regards to work history and education (2Q FY 05).
- Modify and enhance ASAP to allow internal recruitment activities (3Q FY 05).

STRATEGIC INITIATIVE: EXTERNAL RECRUITING

In external recruitment efforts, implement corporate recruitment strategies that result in attracting high quality candidates to the FAA for employment. (Lead)

Strategic Activity: Implement the FAA Employee Referral Bonus Program

Implement an Employee Referral Bonus Program in which the Agency will pay employees a cash bonus for referring successful external job candidates for vacant hard to fill positions. The program is currently being piloted in the Aircraft Certification Service (AIR) organization. At the end of the Pilot program, if FAA determines an agency-wide program should

be implemented, AHR will track and monitor results through information provided by hiring officials on the Selection Feedback Questionnaire. A question will be added to the survey to capture whether a Referral Bonus was used in the recruitment of the new hire. If the Employee Referral Bonus Program is approved during the 4th quarter FY 05, AHR will revise the policy in FY 06 to include other Lines of Business/Staff Offices.

Activity Targets

- After 1 year, assess the AIR Employee Referral Bonus Pilot Program (4Q FY 05).
- If the Employee Referral Bonus Program is approved, revise the policy to include other Lines of Business/Staff Offices (1Q FY 06).

Strategic Activity: Strategically Market FAA as an Employer of Choice

Develop opportunities and participate in activities that will increase FAA's visibility as an employer of choice to current and future job seekers. This initiative will be tracked/measured through the use of the FAA Separation Questionnaire.

Activity Targets

- Collaborate with Aviation Education and participate in activities that focus on educating young people, grades K through 12, on aviation as a career (4Q FY 05).
- Cultivate relationships and form partnerships with colleges and universities, professional organizations, and other organizations that assist the public in seeking employment opportunities (4Q FY 05).

Strategic Activity: Recruitment One-Stop

Develop interface to integrate recruitment (vacancy announcement) information to USA jobs, in support of the e-Government Initiative, "Recruitment One Stop."

- Phase 1: Determine business requirements and modify modules in accordance with business requirements.
- Phase 2: Program the interface to USAJOBS; this phase will begin in FY 06.

Full implementation, to include tracking and measurement, is expected in FY 06.

Activity Targets

- Define and map schema (4Q FY 05).
- Analyze and determine which modules would be affected (4Q FY 05).
- Develop business requirements (4Q FY 05).
- Begin programming and testing (4Q FY 05).

STRATEGIC INITIATIVE: HUMAN CAPITAL PLANNING

Undertake and sustain agency human capital planning and measurement processes. (Lead)

Strategic Activity: Undertake and Sustain Agency Human Capital Planning and Measurement Processes

Implement FY 05 requirements of the President's Management Agenda for Strategic Management of Human Capital to support implementation of the DOT Human Capital Plan and the OMB Executive Scorecard.

Activity Targets

- Update the FAA Human Capital Plan for FY 05 – FY 09 (2Q FY 05).
- Implement the Federal Human Capital Survey in FAA and distribute agency results (4Q FY 05).
- Continue data collection, analysis, and interpretation of human capital metrics (e.g., time to fill) to support assessment of Flight Plan OE performance target (Quarterly FY 05).

STRATEGIC INITIATIVE: HIRING AIR TRAFFIC CONTROLLERS

Improve the process for hiring air traffic controllers to ensure we have the capacity to handle the anticipated staffing requirements. (Lead)

Strategic Activity: Improve the Process for Hiring Air Traffic Controllers

Convene a workgroup consisting of representatives from the ATO, AHR, AAM, and ASH to review the hiring process and make recommendations for improvement. The workgroup will examine available data from HQ offices/the field on controller hiring and prepare a report, including recommendations, for how to improve the process.

Activity Target

- Report to be completed by March 31, 2005.

FLIGHT PLAN PERFORMANCE TARGET: Performance Plans

Directly relate 100% of all employee performance plans to FAA strategic goals and their organization's performance plans.

STRATEGIC INITIATIVE: LINK EMPLOYEE PERFORMANCE PLANS

Directly link all employee performance plans to their organization performance plan, and link both to the FAA's strategic goals (including alignment, accountability, responsibility and results). (Lead)

Strategic Activity: Link Employee Performance Plans

Assess compliance to FY 2005 goal of 85 percent, and address areas of non-compliance. Conduct structured assessment process to compile data from each line of business/staff office on the percentage of performance plans in place, and percentage of plans aligned with agency and organizational strategic goals.

Activity Targets

- Assess degree to which employee, manager, and executive performance plans are in place (March 2005).

- Assess the content of performance plans to determine the degree to which there is linkage to strategic goals and organizational performance plans (March 2005).
- Implement procedures to address areas of non-compliance (April 2005 – September 2005).

CORE BUSINESS MEASURE: Build Stronger Leadership

Effective leadership at all levels is critical to achieving FAA's mission and its strategic goals.

CORE BUSINESS FUNCTION: BUILD THE LEADERSHIP CAPABILITIES OF THE EXECUTIVE CORPS

Build the leadership capabilities of the executive corps. (Lead)

Core Activity: Build the Leadership Capabilities of the Executive Corps

Build the leadership capabilities of the executive corps.

Activity Targets

- Develop and implement marketing strategies for executive development initiatives (Sept 05).
- Deliver two Executive Series Seminars (Sept 05).
- Evaluate 360 Degree Feedback for Executives initiative (Sept 05).
- Evaluate peer coaching initiative (Sept 05).

CORE BUSINESS FUNCTION: DEVELOP AND IMPLEMENT INITIATIVES TO ENSURE A BETTER UNDERSTANDING OF THE ACCOUNTABILITY BOARD

Develop and implement initiatives to ensure a better understanding of the Accountability Board. (Lead)

Core Activity: Develop and Implement Standard Procedures for Improving the Processing of Accountability Board Allegations

The principal function of the Accountability Board is to process allegations reported from various sources in a consistent, timely and accurate manner.

Activity Targets

- Standardize processing procedures by developing and implementing a step-by-step guide for the processing of Accountability Board allegations for the practitioners (Nov 04).
- Revise the FAA Order 1110.25A, subj: Accountability Board (6/30/00), in order to conform to existing practices and the new ATO organizational structure (Sep 2005).
- Develop and implement standard procedures for requests for Accountability Board documents pursuant to the Freedom of Information and Privacy Acts (Dec 2004).

Core Activity: Develop and Implement Training for Executives, Managers, Supervisors and Employees in Order to Ensure Compliance with their Responsibilities pursuant to the Board's Order

The Accountability Board is responsible for ensuring that the requirements of FAA Order 1110.25A are adhered to by all FAA employees. In order to do so, the Board assists management by conducting training of executives, managers and supervisors in the process and procedures of the Board.

Activity Targets

- Conduct one training session for all HR POCs (Sep 2005) on the practice, process and procedures of the Accountability Board (Sep 2005).
- Create and distribute to all regions a new Accountability Board video (March 2005).
- Link IVT training session on the Accountability Board Process and Conducting Management Inquiries to the Accountability Board website (May 2005).

- Conduct three Accountability Board “Brown Bag Lunch” training/discussion sessions for all employees (Sep 2005).
- Conduct twelve training sessions for executives, managers, supervisors on the Accountability Board’s process and procedures (Sep 2005).

Core Activity: Develop and Implement Communication Strategies in Order to Enhance the Awareness of the Accountability Board’s Process and Procedures among FAA Employees

Communicating information pertaining to the Board increases awareness among all FAA employees of the Board’s function and supports maintaining a professional work environment that is free of harassment and hostility.

Activity Targets

- Improve the Accountability website by including links to the IVT training video and the new Accountability Board video (May 2005).
- Develop and distribute new Accountability Board brochures with current information about the Accountability Board and the Administrator’s new policy statement concerning the Board (April 2005).
- Develop and distribute new marketing tools that contain information on how to access the Board for reporting allegations and addressing questions concerning the Board processes (Sep 2005).

CORE BUSINESS MEASURE: Acquire and Retain Mission-Critical Talent

Improve FAA’s ability to acquire, develop, and retain a highly skilled workforce.

CORE BUSINESS FUNCTION: IMPROVE FAA’S ABILITY TO ACQUIRE A HIGHLY SKILLED WORKFORCE

Improve FAA’s ability to acquire a highly skilled workforce. (Lead)

Core Activity: Market FAA Personnel Flexibilities

Implement a marketing strategy to increase awareness and utilization of the broad range of special hiring and pay authorities.

Activity Target

- Educate selecting officials on the availability and benefits of using Special hiring and pay authorities (3rd Quarter 2005).

Core Activity: Publicize and Market the Minority Serving Institution (MSI) Intern Program

Assist the LOBs/SOs with hiring MSI Interns during the Fall and Summer sessions.

Activity Targets

- Recruit MSI Interns for the Fall Program (September 2004).
- Recruit MSI Interns for the Summer Program (April 2005).
- Plan and coordinate MSI Intern enrichment activities for the 10-week program.

Core Activity: Ensure that Automated Application Tracking Systems are Enhanced to Aide AHR in Producing Data for MD-715 Reports

MD-715 requires the agency to report progress in establishing and maintaining consistent and on-going programs of equal employment opportunity.

Activity Targets

- Resurvey employees to capture current workforce demographics as required by MD-715 (Sep 05).
- Assess and modify automated application systems and automated application tracking systems to ensure that demographics data is captured from applicants as required by MD-715 (Sep 05).

**CORE BUSINESS FUNCTION:
IMPLEMENT AUTOMATED SYSTEMS
TO SUPPORT ACQUIRING,
DEVELOPING AND RETAINING
MISSION CRITICAL TALENT**

Implement the Federal Personnel and Payroll System (FPPS), the Electronic Learning Management System (eLMS) and other supporting subsystems within FAA in accordance with DOT established timelines. (Lead)

Core Activity: Implement the CASTLE Time and Attendance Labor Distribution Reporting for FAA

Support the migration of the time collection and labor reporting automated processing from DOT legacy systems to CASTLE.

Activity Targets

- Test Castle functionality (FY 05 Qtr 2) ABA/ARC/AHR.
- Implement Castle functionality within FAA (FY 05 Qtr 2) ABA/ARC/AHR.

Core Activity: Implement the Electronic Learning Management System for FAA (eLMS)

Manage the migration of the learning and management automated processing from FAA legacy systems to eLMS. Piloting Competency Management Functionality in AHR is expected 1Q FY 06.

Activity Targets

- Review FAA eLMS Program Management Plan and revise as necessary (FY 05 Qtr 1).
- Establish the FAA eLMS Project Implementation Team Structure (FY 05 Qtr 1).
- Implement Distance Learning Functionality FAA-Wide (FY 05 Qtr 1).
- Implement Training Management Functionality FAA-Wide (FY 05 Qtr 4).

Core Activity: Implement Federal Personnel and Payroll System (FPPS) Personnel and Payroll Automated Processing

Manage the implementation within FAA of personnel and payroll automated processing by the Federal Personnel and Payroll System. Implementation of FAA-wide FPPS

Payroll and Personnel Processing is expected in 1Q FY 06.

Activity Targets

- Develop FAA Implementation Plan (FY 05 Qtr 1).
- Provide training for FAA personnel (FY 05 Qtr 2-4).
- Ensure connectivity to FPPS (FY 05 Qtr 3-4).
- Conduct FAA-Wide parallel tests (FY 05 Qtr 4) ARC/AHR.

**CORE BUSINESS FUNCTION:
IMPLEMENT HR WORKFORCE
PLANNING TO ENSURE AHR
FUTURE STAFFING NEEDS WILL BE
MET**

Implement HR Workforce Planning to ensure AHR future staffing needs will be met. (Lead)

Core Activity: Implement HR Intern Program

Implement HR Intern Program.

Activity Targets

- Establish funding levels and finalize HR Intern Program policy guidance (1Q FY 05).
- Recruit for established number of HR interns (2Q FY 05).
- Evaluate program progress and make revisions to policy guidance as necessary (4Q FY 05).

Core Activity: Implement AHR Leadership Courses, to Include HR Certification Program

Implement AHR leadership courses, to include HR Certification program.

Activity Targets

- Evaluate current certification programs, USDA Professional Leadership Program, and costs for each. (1Q FY 05).
- Finalize policy guidance and funding requirements (2Q FY 05).
- Announce certification/training opportunities and select individuals to participate (3Q FY 05).
- Evaluate program progress to date and make revisions to policy guidance and funding levels as necessary (4Q FY 05).

Core Activity: Implement In-Service Training for HR Staff

Implement in-service training for HR staff.

Activity Targets

- Survey HR supervisors on training requirements (1Q FY 05).
- Begin core compensation training for HR staff (1Q FY 05).
- Finalize ATC compensation training and initiate training for HR staff (2Q FY 05).
- Determine training requirements, set priorities, and begin development of training (2Q FY 05).
- Initiate priority training for HR staff (3Q FY 05).

Core Activity: Standardize HR Competencies and IDPs

Standardize HR competencies and IDPs.

Activity Targets

- Convene working group to determine competencies and incorporate use of eLMS (1Q FY 05).
- Work with eLMS contractor to provide initial support on utilizing eLMS to manager competencies, set up competencies in the system, etc. (2Q FY 05).
- Load competencies in eLMS, train HR staff on how to utilize system for IDPs, etc. (4Q FY 05).

CORE BUSINESS MEASURE: Control Costs While Delivering Quality Customer Service

Control costs while delivering quality customer service.

CORE BUSINESS FUNCTION: PROVIDE CORPORATE CAREER TRANSITION ASSISTANCE SUPPORT TO FAA LOB'S AND SO'S

Provide corporate career transition assistance support to FAA LOBs and SOs. (Lead)

Core Activity: Provide Corporate Career Transition Assistance Support to FAA LOBs and SOs

Support FAA LOBs and SOs in outplacement and internal placement activities as a result of staffing adjustments.

Activity Targets

- Establish a function that will serve as the agency's career transition assistance support office (1Q FY 05).
- Assess the level of support required for the accounting consolidation (1Q FY 05).
- Assess the level of support required for the AFSS workforce under A-76 study (1Q FY 05).
- Provide direct career transition services, or supplement services provided by an external entity (e.g. contractor, other agency, EAP contract, etc.) (1Q FY 05).
- Assess the needs for materials and other products to support an effective career transition program activity (1Q FY 05).
- Collaborate with contract support to provide career transition assistance services to AFSS employees during the phase-in period (Jan – Sep 05).

CORE BUSINESS FUNCTION: OVERSIGHT AND COMPLIANCE OF ALL BARGAINING WITH FAA UNIONS

Increase oversight and compliance of all bargaining with FAA unions in accordance with the new FAA Order 3710.18, Internal Coordination Requirements for Negotiating Term and Mid-Term Agreements with FAA Unions and the Federal Service Labor-Management Statute. (Lead)

Core Activity: Provide Corporate Labor Relations Oversight and Compliance

Increase oversight and compliance of all bargaining with FAA unions through automation, assessment of procedures, and improved organizational structures.

Activity Targets

- Revise and upgrade the national automated business processes for national MOA database (March 2005).
- Evaluate effectiveness of Order 3710.18 and standard operating procedures (January 1, 2005).

- Continue realignment of all FAA professional LR staff resources to meet bargaining requirements in support of corporate goals and objectives (September 2005).

CORE BUSINESS FUNCTION: MANAGEMENT OF TIME

Facilitate reduction in Official Time and sick leave usage through increased oversight and management. (Lead)

Core Activity: Facilitate Reduction in Official Time through Increased Oversight and Management

Reduce reported official time use.

Activity Targets

- Convene FAA-wide task force, identify and recommend strategies and solutions (January 2005).
- Restrict the use of official time provisions in Memorandums of Agreement (Ongoing).
- Substantially decrease the number of union liaisons both full- and part-time (December 2004).
- Implement and administer new reporting procedures that require strict time accounting (October 2004).
- Issue and monitor new official time use guidance to reestablish consistent official time approval practices (December 2004).

Core Activity: Facilitate Reduction in FAA Sick Leave Usage through Increased Oversight and Management

Ensure supervisors and managers understand proper use of sick leave and monitor sick leave.

Activity Targets

- Issue memorandum to supervisors and managers highlighting problems and solutions regarding sick leave (October 2004).
- Develop corporate training to ensure supervisor/managers are aware of proper leave usage, particularly sick leave, and provide tools to address leave issues (Bi-annually).
- Deliver leave administration training through various methods:

on-site, web-based, Supervisory Skills Training (September 2005).

- Provide quarterly sick leave reports to LOB/SO points of contact to report and monitor progress (Quarterly FY05).

CORE BUSINESS MEASURE: Policy and Operational Human Resources Management

Provide a full range of Human Resources policy, operational support and guidance.

CORE BUSINESS FUNCTION: HUMAN RESOURCES POLICY

Provide Human Resources policy. (Lead)

Core Activity: Human Resources Policy

Provide policy guidance on a full range of Human Resources functional areas (compensation, staffing, labor and employee relations, occupational workers' compensation programs, employee assistance programs, benefits, awards, and training) to agency lines of business and staff offices.

Activity Targets

- Develop, revise, and implement policies (Sept 2005).
- Document policies via issuance of HRPM chapters, operating instructions, and reference materials (Sept 2005).
- Provide advice and consultation to management officials, HR staffs, managers, and employees on application and interpretation of policies and programs (Sept 2005).
- Provide policy interpretation, background, and testimony in all administrative forums (Sept 2005).

CORE BUSINESS FUNCTION: HUMAN RESOURCES OPERATIONS

Provide day-to-day operational support and services to FAA managers. Includes compensation, staffing, labor and employee relations, benefits, awards, training and Human Resources automation. (Lead)

Core Activity: Provide Day-to-Day Operational Support and Services

Provide day-to-day operational support and services to FAA managers. Includes compensation, staffing, labor and employee relations, occupational workers' compensation program, employee assistance program, benefits, awards, training and Human Resources automation.

Activity Targets

- Respond to FAA managers with timely and accurate Human Resources information (Sept 2005).
- Review and improve current human resource processes for operational efficiencies (Sept 2005).
- Partner with DOT and external offices to ensure maximum use of Human Resource flexibilities (Sept 2005).

CORE BUSINESS FUNCTION: IMPLEMENT HR OPERATIONAL SERVICES IMPROVEMENTS

Implement HR operational services improvements. (Lead)

Core Activity: Shared Services Centers

Consolidate personnel processing to three centralized locations.

Activity Targets

- Complete Phase 2 (Dec 2004).
- Complete Phase 3 (Feb 2005).
- Complete Phase 4 – final phase of consolidation (Mar 2005).
- Establish evaluation processes and metrics (July 2005).

Core Activity: HR Delegations of Authority

Implement a consistent approach to delegation of HR authorities.

Activity Targets

- Update 2003 Human Resources Delegation Survey (1Q FY 05).
- Determine which HR authorities need to remain with AHR and which ones can be delegated. Document in writing any delegated authorities and conditions that must be met to maintain the delegated authority (2Q FY 05).

- Notify all LOBs as to which authorities will no longer be delegated and the conditions for retaining delegated authorities (2Q FY 05).
- Develop evaluation and training tools for the most important authorities to improve consistency (3Q FY 05).
- Institute a training certification process for LOB employees who remain responsible for certain delegated authorities (3Q FY 05).
- Set up yearly schedule for evaluation in the LOBs on the use of delegated authorities to ensure consistency (4Q FY 05).

CORE BUSINESS FUNCTION: RESPOND TO HR ISSUES ASSOCIATED WITH THE COMPETITIVE SOURCING STUDY OF ATO'S AUTOMATED FLIGHT SERVICE STATIONS

Provide technical support for HR issues associated with the competitive sourcing study of ATO's Automated Flight Service Stations. (Lead)

Core Activity: Identify Resources and Planning Requirements to Ensure that HR Implications of the A-76 Study are Addressed

Anticipate, plan for, and deliver HR support consistent with the timeline for the A-76 study.

Activity Targets

- Collaborate with ACA and ATO-D officials in identifying and planning for major milestones associated with the A-76 study (on-going).
- Work collaboratively with ACA and ATO-D to develop and periodically adjust timelines to ensure major milestones are understood and appropriate planning has occurred (on-going).
- Coordinate hiring a contractor for RIF and career transition services for October 30, 2004.
- Plan for and deliver AFSS site visits following announcement of the performance award decision, projected to occur in January 2005.

- Plan for and deliver career transition assistance and conduct any required reduction-in-force between January and September 2005.
- Plan for and deliver Employee Assistance Program support to AFSS employees (on-going).
- Provide advisory services to FAA senior management officials on HR activities related to the A-76 study (on-going).

CORE BUSINESS MEASURE: Increase the Commitment of All Employees to Fulfill Organizational Goals

FAA will have a results-oriented, high performing workforce using a performance-based system that effectively differentiates levels of performance and links performance to organizational goals and desired results.

CORE BUSINESS FUNCTION: IMPLEMENT THE PERFORMANCE MANAGEMENT SYSTEM FOR REMAINING FAA EMPLOYEES

Continue to expand coverage of PMS to FAA employees not already covered by the new program. Union issues are the primary barrier to virtually all cases where PMS is not yet implemented. (Lead)

Core Activity: Implement the Performance Management System for Remaining FAA Employees

Continue to expand coverage of PMS to FAA employees not already covered by the new program. Union issues are the primary barrier to virtually all cases where PMS is not yet implemented.

Activity Targets

- Identify barriers and initiate resolution of issues regarding implementation of PMS for bargaining unit employees not under the system (Sep 2005).
- Develop generic performance standards for employee groups where issues have been resolved (Sep 2005).

- Conduct employee and manager briefings and training on the System (Sept 2005).
- Begin use of the Performance Management System for employee groups where issues have been resolved (Sept 2005).

CORE BUSINESS FUNCTION: IMPLEMENT PERFORMANCE-BASED COMPENSATION FOR REMAINING FAA EMPLOYEES

Continue to expand coverage of the Core Compensation Plan to employees still under the FG pay plan. Also extend pay-for-performance provisions of Core to unionized employees in those situations where they have not yet implemented. (Lead)

Core Activity: Implement Performance-Based Compensation for Remaining FAA Employees

Continue to expand coverage of the Core Compensation Plan to employees still under FG pay plan. Also extend pay-for-performance provisions of Core to unionized employees in those situations where they are not yet implemented.

Activity Targets

- Conclude negotiations with some remaining unions over implementation of Core Compensation Plan (Sep 2005).
- Conduct employee briefings and training for unions where negotiations are concluded (Sep 2005).
- Effect conversion of employees in unions where negotiations are concluded to the Core Compensation Plan (Sep 2005).
- Implement Superior Contribution Increase for bargaining units that do not have a process (Sep 2005).
- Complete negotiations with unions that have Core Compensation Plan participation but not an SCI process (Sep 2005).